

Exhibit 16

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Oracle America v. Google, 3:10-cv-03561-WHA

GOOGLE-26-00008343



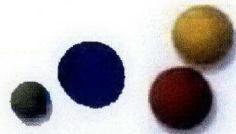
GPS

Project Android

August 2005

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GOOGLE-26-00008363

Plan: Beat Microsoft and Symbian to volume by offering an Open Source handset solution



The challenge in delivering robust wireless applications is a delicate ecosystem controlled primarily by wireless carriers and handset OEMs. The Android solution "changes the game" by offering each stakeholder a significant advantage in core areas of their business, while streamlining the delivery of enhanced services that are important to Google.

For the wireless carrier

- Provide a POS provisioning system that enables the carrier to easily deploy differentiating applications onto Android-enabled handsets sold via their retail channels.
 - ✓ Reduces the amount of pressure carrier must exert onto handset OEMs who are struggling to keep up with custom feature requests.
 - ✓ Allows carriers to deploy unique, differentiating features
 - ✓ Allows carriers to further segment their markets by offering unique features per demographic
 - ✓ Creates a horizontal layer of compatibility across OEMs that the carrier can leverage for its custom features

For the handset manufacturer

- Provide a Linux-based open source handset platform
 - ✓ OEM can control their own destiny by taking a state of the art source-code solution and refine it to suite their exact needs
 - ✓ OEM can rely on the open source community to back fill their development efforts
 - ✓ OEM can dramatically reduce the number of SKUs per handset
 - ✓ The zero-cost solution reduces the handset BOM by 10%

For Google

- Deploy an open source handset platform with built-in Google Services
 - ✓ Delight end-users with a compelling user interface and highly functional features and applications
 - ✓ Challenge Symbian and Microsoft by beating them to volume in the handset space
 - ✓ Enable Google applications such as Gmail and Local out of the box
 - ✓ Gradually open up the wireless industry to innovation